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10 June 1976

MEMORANDUM FOR: All NI0s

SUBJECT : The Intelligence Advisory Panel (IAP)

1. For our meeting at 3:00 p.m. on Friday, 11 June, there are a number of subjects that are basic to establishing the Advisory Panel.

- a. Criteria for Selection. We are generally agreed that we must have a broad mix of Panel members. Should we seek any particular proportion of intelligence professionals, other government, and outsiders? Are there categories we should exclude? To what extent are we seeking specialists, generalists, or people who are both? To what extent do we seek prestige as opposed to expertise (or willingness to get one's hands dirty)?
- b. Number. The charter says that we will establish a Panel numbering around three dozen. Is this number appropriate? If not, should we seek more or less?
- c. Term of Service. I assume that we should avoid committing ourselves, even implicitly, to the notion that appointment to the Advisory Panel is indefinite. Is this correct and, if so, what should the length of service be?
- d. Organization. It has already been decided that the DCI will be the Chairman of the Advisory Panel. But how about the organization of the sub-panels we summon to consider a specific Estimate or paper?

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Do we wish a collegial opinion from the sub-panel, or are we seeking opinions from each of its members. Is it up to one of their number to see that his sub-panel functions? To the NIO responsible? To some third party?

- e. Satisfaction of Sub-Panel Members. The charter states that the sub-panels will review drafts after the responsible NIO is satisfied that he or she has a respectable product. Sub-panel members, however, are advisors to the DCI, which means that they are not likely simply to ignore any subsequent changes that are made in the product during the coordination process. Should the sub-panel members be included in the coordination process? If not, or perhaps even so, should sub-panel members have a right to a second review after coordination? Individually or collectively? In what form? What do they say to the DCI and how do they say it? What about split papers?
- f. Types of Production Reviewed. The Advisory Panel will review National Estimates and Special Estimates when time allows. Are there other categories of production for which we should employ the Panel? Under what circumstances?
- g. Other Uses of Panel. When we offer prospective members of the Panel the opportunity to serve, we will want to be fairly explicit about the ways and extent to which we intend to call on their services. In addition to their review of Estimates and perhaps other papers, are there other functions that we have in mind? If we cannot be explicit about what these other functions might be, should we make clear from the beginning that they might be asked to undertake other advisory tasks?
- h. Public Acknowledgment of Panel. Between the extreme alternatives of simply announcing that a Panel has been formed and announcing the names and affiliations of

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its members, we have a number of options. Where does the proper balance lie between a probable desire on the part of some prospective Panel members for anonymity and the DCI's need to certify that our product has been reviewed by a select independent group?



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D/DCI/NI:RLehman:lm (10 June 76)

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Material discussed at NIO Meeting 11 June 1976

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